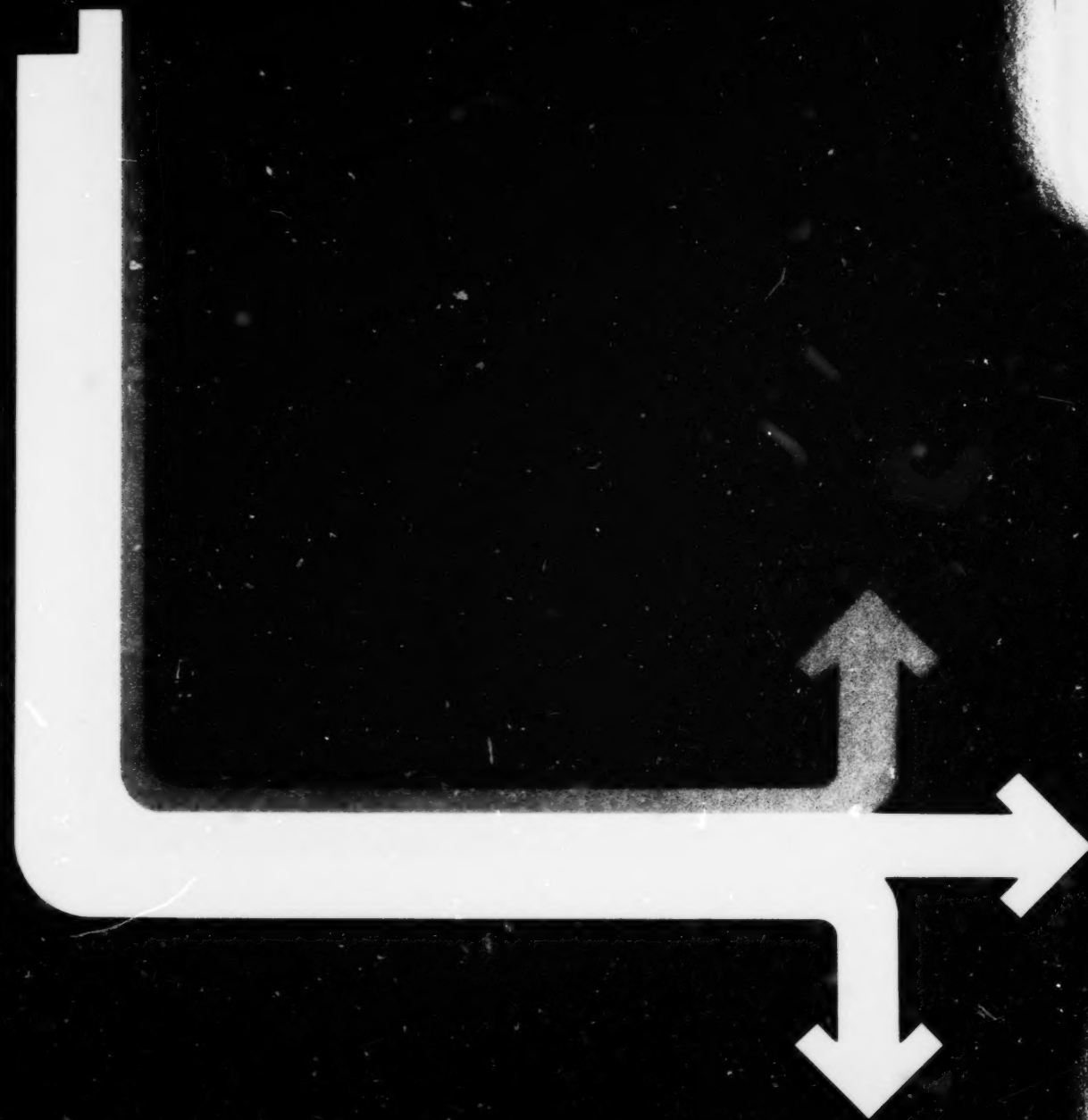


Alberta



planning forum

Planning Forum

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The Planner As Catalyst

**The Planning Forum Series
2**

**Inter-Agency Planning Branch
Alberta Municipal Affairs
October, 1984**

The Planner As Catalyst

**Local Development
Through
Multi-Organizational Co-Operation**

by

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THE PLANNER AS CATALYST: LOCAL DEVELOPMENT THROUGH MULTI-ORGANIZATIONAL CO-OPERATION

1. INTRODUCTION

Need for a New Approach

With increasingly scarce resources, and the general uncertainty around economic development, planners are finding that they are being challenged by events to offer non-traditional services and perform in ways which are more client-centred and creative.

The most successful professionals have always been able to combine elements of three roles in their practice: technical expert, resource broker, and process consultant.

Yet there has been little to guide the new professional or the average practitioner in using these three roles, in his or her day-to-day practice. And nothing at all on using them creatively to respond to the present climate of uncertainty and lack of resources.

A new approach to the planner's role is needed, if the profession is to survive these troubled times.

This paper represents **work in progress** toward a new approach to the planner's role; one which the participants believe may serve as a model for the profession-at-large.

The project ---which serves as the case study--- involved a small group of planners, representing several agencies, who cooperated to assist the town of Cold Lake in creating a marina as a means of stimulating economic development.

The planners used the three roles in a creative manner to stimulate interest and to catalyze agencies and people to commit resources, and their own time and energies, to bring an otherwise improbable project to a successful conclusion.

The Project in Brief

The town's Economic Development Committee had a goal: to develop the downtown and to bring the community back out of the slump caused by the demise of the Esso Cold Lake Heavy Oil Project in 1981. Neither the town nor anyone else seemed to have the resources, however, and it was not clear to the community leaders what alternatives were open to them.

The planner's traditional land-use planning role was largely irrelevant to the task at hand. A new approach was required. Through fortuitous circumstances, several planners who shared a willingness to experiment with a facilitational approach were able to offer their services to the community.

They were able to assist the community leaders to explore the alternatives for development; to muster sufficient resources from within and outside government channels to fund the exploratory activities; to offer options based on realistic assessments of feasibility; and to recommend specific paths to pursue for large-scale funding, and detailed project planning and management.

In performing these non-mandated roles, and working cooperatively among themselves, the planners were able to bring the ideas of the decisionmakers to a stage where they were "do-able", and where there was sufficient focus that private sector planners could be employed to perform a project planning and management role.

The success of this project is, the participants believe, directly related to which organizations were brought into the process, and when; to the way in which events were chosen, and their sequencing; and to when and how the planners played their roles.

The project serves as an illustration of a non-traditional way for the planner to contribute in these difficult times, and also demonstrates the ways in which public sector planners and those in private practice can perform complementary roles.

The Presentation

The paper proceeds with the following sequence of text and graphics, dealing with:

1. a narrative of the project,
2. a summary analysis of the major events,
3. an analysis of the roles played by various organizations,
4. an analysis of the roles and behaviours of the planners, as they went about addressing the needs of their clients, and
5. a model depicting the way in which the planners' roles and behaviour, the organizations brought into the process, and the events themselves interacted to bring about a successful project.

2. THE COLD LAKE EXPERIENCE: A NARRATIVE OF THE MARINA PROJECT

A Summary of the Project

This paper relates a case study which illustrates an innovative and, what participants believe, is an increasingly common role for the professional planner. The Cold Lake Marina Project derived from the specific needs of the community. It involved complex issues touching on the responsibilities of many individuals and agencies.

The conventional role of the planners as land use advisors would have entailed a very limited response. The need, however, was for planners to play the role of catalyst: variously acting as technical experts, resource brokers, and advisors on process.

Slowly, step by step, in order to reduce risk and achieve political buy-in, inputs were skillfully blended from public planners, government agencies, the community group, private consultants, and key political leaders. The result was the transformation of the sometimes inchoate and general ideas held by the community's Economic Development Committee into a specific, broadly-based and -supported concept that has now become largely self-supporting and self-generating.

Background

During the 1970s and early 1980s, the Town of Cold Lake was the subject of intense speculation, in anticipation of the announcement and development of the Esso Cold Lake Heavy Oil Project.

Demise of the project in 1981 was a major shock to the community. The tendency to retrench, however, was resisted. Rather, residents sought to reassess the enduring values and opportunities of the region, addressing these partly through a major rewrite of the town's General Municipal Plan, and translating this into action, partly through the town's Economic Development Committee.

With the cancellation of the Esso mega-project, the question of the town's economic stability was paramount. A group known as the Cold Lake Economic Development Committee was established to explore ways and means to diversify the local economy. During the initial meetings of the Committee, the potential development of the town as a tourist destination---capitalizing on its unique location on the western shore of Cold Lake---began to be regarded as a real possibility.

The Process

The Committee did not have the skills and resources to develop the project on its own. Nor was the town in a position to provide substantial support.

In December 1982 the Committee approached the Northern Alberta Development Council (NADC) and requested a community facilitator/ planner to assist them. The Committee met with Linda in order to identify a course of action. They then made formal application to the NADC for consultant monies to be used for a possible feasibility study. Linda then approached Alberta Municipal Affairs and Alberta Tourism and Small Business to provide assistance to the Committee.

At a meeting in March 1983, Linda, together with Bill Symonds and George Ilagan of Alberta Municipal Affairs, met with the Committee to discuss a proposal to develop a new recreational marina complex south of the existing Federal wharf. Bill was the municipal planning advisor to the town, from the Planning Branch of AMA, and George was an architect and urban planner from Inter-Agency Planning Branch of AMA.

The proposal had a number of built-in advantages. The town already leased the wharf, which was suitable for development at relatively low capital cost. It would also provide expanded mooring capacity, while offering the advantage of flexibility in staging construction. In addition, it had the undeniable political advantage of being an existing resource which, during a time of restraint, would not add a

substantially greater burden to the taxbase. This approach did not, of course, preclude the construction of additional infrastructure at some later date.

An enthusiastic brainstorming session followed, from which additional elements of a total lake-front redevelopment scheme emerged.

George took these concepts, refined them, and with the help of an artist, prepared a series of conceptual illustrations. The illustrations were of immense help to the Committee as a means of focussing their thoughts, and to promote the ideas to the public over the next several months. Reproductions of the original illustrations were displayed in several locations around the town, including the post office, the town hall, and the local supermarket.

The concept entailed:

1. the upgrading and expansion of the existing Federal wharf, using a floating dock system;
2. the provision of a security system for the mooring area;
3. the provision of parking and storage facilities;
4. the construction of a "boardwalk/promenade" which would tie the development to a series of lakeshore trails and would link the old downtown core to the proposed facility, thus providing stimulus for the eventual redevelopment of the downtown core; and
5. the incorporation of summer vendor facilities within the design of the Boardwalk.

At a public meeting in April, 1983 the public enthusiastically endorsed the Committee's proposals.

With the completion and acceptance of the concept stage, meetings of the Committee focussed on promotion and implementation of the scheme. Linda approached the Federal Small Crafts and Harbours Branch, and Federal Public Works, which have jurisdiction over the wharf. During discussions with the regional director of the Branch, it was discovered that a Marina Assistance program was available. Arrangements were made for the Small Crafts and Harbours regional director, located in Winnipeg, to visit the area, meet with the Committee and explain the Marina Assistance Program. Subsequently, the Committee decided to pursue the possibility of Federal assistance.

Before that could be embarked upon, the Committee needed to obtain political buy-in. Linda stressed the importance of winning the Council over the idea and the scheme. The Committee met with the Council and gained their support, and then, in turn, the support of the local Member of Parliament and the Member of the Legislative Assembly. A letter indicating strong support was obtained from the neighboring community of Grand Centre.

Technical assistance was sought and gained from several Provincial departments: Environment agreed to study the issue of storm and sewer outfall into the Marina area; Tourism agreed to design a questionnaire to determine current and potential Marina use; and Recreation and Parks agreed to administer the questionnaire.

In July, the Committee with the advice of the planners, developed a Terms of Reference to hire a design consultant to prepare the detailed design and construction specifications for the Boardwalk.

These designs were completed in late July. Subsequently, the town obtained a Manpower Employment Grant to assist in beach clean-up and Boardwalk construction. Nova Corporation was approached and agreed to provide a grant for lake-front improvements.

Subsequently, consultants were hired to assemble the report required for the application to the Federal government for Marina Assistance Program funding. This report included a market feasibility analysis, based partly on data generated by the Alberta Tourism questionnaire; environmental analyses provided by Alberta Environment; the concept sketches provided by Alberta Municipal Affairs; and more detailed analyses supplied by the consultant.

Funding for all of the consultant work was provided out of the original \$10,000 grant from NADC; departmental inputs were non-programmatic and discretionary, provided largely because of the commitment of the individuals involved.

Current Status of the Project

The application for funding under the Marina Assistance Program was made on November 7, 1983. The Federal government has indicated that funds are not available under the present budget, but resubmission for the next budget year was invited. In the meantime, the Committee has redoubled its efforts and work continues on the Boardwalk.

Contribution of the Planners

The problems facing municipalities are complex, requiring the cooperation of many actors if they are to be addressed and resolved. Getting things done in cooperation with others requires, at various times, technical experts, resource brokers, and process consultants.

This case study illustrates that when planners are able to play all three roles, local interests can be focussed, limited resources stretched to the maximum, and results achieved. In the Cold Lake Marina Project, both public servants and private consultants, contributed in complementary ways to successfully meet the needs of the community.

3. TOWARDS A PROCESS MODEL

Examining the Elements in the Project

The project described here was a relatively short and simple one. From the time the Economic Development Committee invited Linda to assist them, till the time the project was turned over to a private consultant, barely nine months had elapsed and less than a dozen different agencies or groups had been involved.

There were complexities, however, in the way three elements interacted to contribute to the project's success. An understanding of these elements will, it is hoped, shed light on why the facilitational and catalytic role of the planner was a necessary and invaluable one, without which the project would probably have failed.

The three elements we have chosen as a means of analyzing the project are:

1. the **events** chosen by the planners to advance the project on a number of levels;
2. the **organizations** which were asked to participate and which contributed time, effort and money; and
3. the **roles** and **behaviours** which the planners chose to use to achieve their ends and those of their clients.

The Events Chosen

The events in the project started small--- the Committee and one planner--- and then grew in ways which were carefully attuned to what was appropriate, given the stage in understanding of the participants and their evolution in commitment.

A sequence of exploration and strategy meetings were held between the planners and the Committee. The **exploratory meetings** tended to be discussions around an idea or approach, with the planners taking the low-key role of giving information

but not seeking resolution. It seemed important that the members of the committee form their own conclusions based on the data, rather than be given a staff presentation which they might view as pre-emptive in nature.

The **strategy meetings** tended to focus on particular outcomes and put in place the commitment to see that a particular phase of the project was carried through.

These meetings depended on the success of the earlier exploratory meetings, where ways and means were discussed, along with ideas, but there was no attempt to force decisions.

The flow of events took account of the **learning curve** of the individuals involved: ideas and new concepts were presented in an incremental way, allowing people to digest them before taking on the next new concept. The planners withheld their natural enthusiasm for presenting, and instead acted as responders to the Committee members, allowing the needs of the latter to set the speed at which ideas were grappled with and decisions reached.

Informal and formal events were given equal importance in the development of the project, since each made their own contribution to the establishment of a **network of people and agencies** who could help. The establishment of understanding and trust was an important element in getting people to bend the rules or go that extra distance to cut the red tape.

The final observation about events is that they seemed to work better if they were kept small and essential, with only those invited who were necessary. Care was taken, however, to keep everyone abreast of developments and to keep the meetings open to anyone who wished to attend.

EVENTS

Informal Events

NADC approached for assistance
key planner approaches colleagues for assistance
ideas translated into project scheme
project scheme vetted with EDC
EDC concurs with Provincial Departments to participate
invitation to other Provincial Departments
public promotion
continued informal contact with Provincial Departments
public and Council support
EDC contact with M.L.A. and M.P.
invitation to Federal Departments to participate in discussion
EDC approaches private sector
call on Provincial resources to assist in data gathering
interdepartmental assistance on tendering & selection process

Formal Events

ORGANIZATION OF ECONOMIC DEVELOPMENT COMMITTEE (EDC)

EXPLORATORY MEETING

- vetting clients needs and ideas
- establishing goals and objectives
- focussing on feasible alternatives

PUBLIC MEETING

- public presentation of project scheme
- opportunity for public questioning
- introduction of other Provincial Departments (possible resources)
- public acceptance of scheme

STRATEGY MEETING

- discussion around political actors who should be approached
- discussion of possible sources of funding and other resources

EXPLORATORY MEETING

- discussion with Federal representatives regarding application procedure for Grant Program

STRATEGY MEETING

- discussion of resource commitments
- setting of priorities
- development of preliminary action plan
- decision to hire consultant to commence preparation of detailed boardwalk drawing

SUBSEQUENT EDC MEETINGS

- decision to hire consultant to assemble Report for Federal Grant application
- accept consultant's design plan for boardwalk
- implementation of action plan continued

the planner as catalyst

Organizations Involved

Like the flow of events, there was a noticeable variation in the number and type of organizations involved from the project start to its conclusion, with agencies coming and going as it suited them.

Initially, the Economic Development Committee started with a handful of influential and committed people. They added a planner, and then brought others onboard who had special skills or resources which they were prepared to commit speculatively. Organizations were involved because they had something to contribute: ideas, staff time, contacts, goods or services, and grant monies. Most organizations had no grant monies, but were willing to contribute other resources, if they felt the cause was a good one.

The three planners played a key role in searching out agencies with resources and approaching them in such a way that they were willing to participate in the exploratory discussions. All agencies but one contributed something, even if it was only limited staff time or labour.

It appeared to be important to involve agencies "when the time was ripe", first checking out informally what the policies were and who the "live bodies" were, then establishing informal linkages which could be drawn on later. Once an agency was invited in and its talents made use of, it tended to stay for the duration of the project. Only one agency dropped out during the project.

The number of organizations involved varied from two to ten, but most of the time decisions were made with no more than four or five. The Economic Development Committee played the leading role, but deferred to Council at key points; both were supported by planners from the NADC and AMA.

The group was at its largest when it was exploring resource options, and the relation between ideas which sounded attractive, and those which were workable in the view of the funding

Economic Development
Committee (EDC)

- ORGANIZATION
OF ECONOMIC
DEVELOPMENT
COMMITTEE (EDC)**



the planner as catalyst

EVENTS

sources. Subsequently, the agencies were narrowed down to the few who were willing or able to help; decisions were quickly reached; and the project went into the public participation phase.

Clearly, this particular project would not have been successful without the ability of the key organizations to work together and contribute resources in a way which was supportive of the client's goals. A **multi-organizational strategy** allowed the agencies to reduce their individual risk, yet play a part which gave them each some of the credit.

Once public support was achieved, and political commitments made, the Committee was reduced to its smallest since the project had started. The planner/facilitators reduced their role dramatically, and the work---now focussed, with clear goals and objectives, and funding--was turned over to the private sector planning consultants.

Roles and Behaviours

The single most important element affecting the project's success seems to have been the ability of the planners involved to be sensitive to the needs of the clients and other participants in the project, in a way which allowed them to feel that their role (and not the professionals') was critical in contributing to the project's evolution.

This involved a set of behaviours rather than one single one. The planner, as a facilitator and catalyst, needed to be sensitive to three behavioural roles in particular:

1. **technical expert**, the planner as an expert on land use, development matters, environmental aspects of development, futures, programming of projects and technical communication;
2. **resource broker**, the planner as someone with an extensive network of contacts; who understands the needs of funding agencies; and knows the ways of

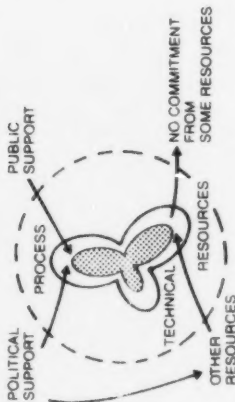
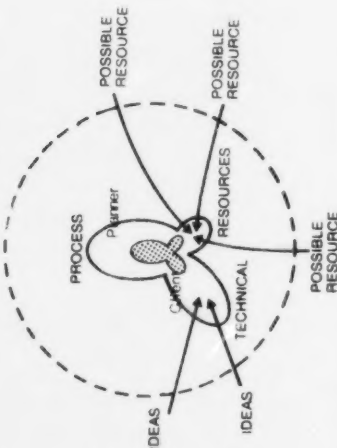
BEHAVIOURS & ROLES

- open
- planner facilitates process
- support uncertain
- resources unknown
- all possibilities heard
- planner provides technical input

- less open
- partnership between planner and client
- decision made on objective
- political and community support sought
- resource commitment sought

- closed
- mainly client driven: planner in background
- resources committed
- commitment to objective
- priorities set
- action plan set
- other resources sought (consultants, funding, etc.)

- closed
- ideas explored by core group
- support uncertain
- resources unknown



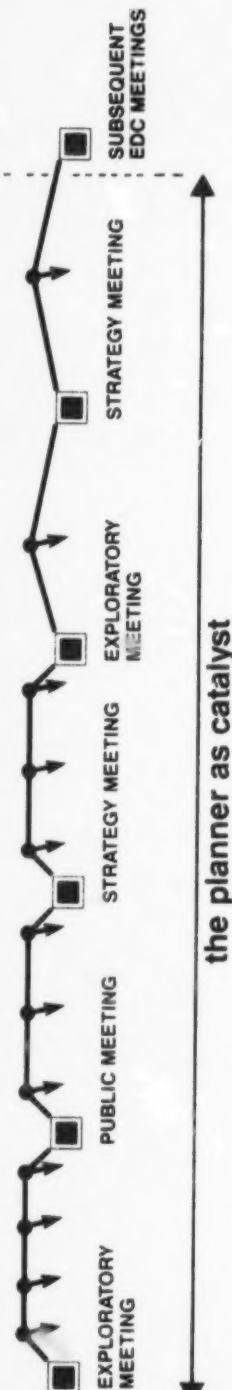
AGENCIES INVOLVED

EDC
NADC
DMA
ENVIRONMENT
T & SMALL BUS.
PARKS & REC.

EDC
NADC
DMA
FEDERAL PUBLIC WORKS
FEDERAL SMALL CRAFTS
& HARBORS

EDC
NADC
DMA
T & SB
PARKS & REC.
NOVA CORP

EVENTS



ORGANIZATION
OF ECONOMIC
DEVELOPMENT
COMMITTEE (EDC)

satisfying those needs and those of
the client at the same
time; and

3. **process consultant**, the planner as someone with well-developed consciousness about human behaviour (including their own) in various situations; with skills in monitoring group development; who understands the process of learning, especially as it relates to the consultant-client relationship; and who is able to design an appropriate process for involving individuals, in a project, in a way they will find affirming.

Each of these roles takes on a particular significance during a specific phase of the project. The "lobate" model illustrates the changing emphasis placed on the three roles as events evolve and organizations come and go in the project.

Before Linda was invited by the Economic Development Committee to assist them, the behaviours were those of the Committee members. These could be characterized as relatively closed to outside influences, not because that was what the group wanted, but rather because it did not have an extensive network feeding information or ideas to it. There was a concentration on process concerns (broadly defined) rather than on resource or technical considerations.

After Linda and the other planners joined the group, the system opened up, with technical ideas being explored, and discussions being held on resource possibilities. The planners spent probably the greatest amount of effort developing a process and facilitating its evolution. This involved making contacts; establishing understandings about the nature of the process, among the various participants or potential participants; and strategizing the flow of project events and interfaces with various organizations.

Considerable effort at this stage was spent in establishing informal contacts, finding out

who, in what agencies, was sensitive to a non-bureaucratic, facilitational style of consulting, and then drawing them into the process. Establishing trust was a critical ingredient, because the eventual success of the project was to rest on people and agencies contributing resources, without requiring the usual amounts of red tape.

The attitudes of the planners were important in establishing a positive approach to the problem of local economic development: although prospects were uncertain, no resources had yet been committed, and it was unclear whether the technical possibilities were viable or not; hence, an open, exploratory attitude was adopted. No ideas, however crazy, were dismissed or denigrated; no potential source of ideas, energy, support or funding was eliminated.

Considerable effort went into exploring the technical possibilities with the clients, and with those who might contribute resources. These explorations took the form of offering alternatives during discussions, and presenting the more viable options graphically, but always in such a way that the participants felt their decisionmaking powers had not been pre-empted.

While the first phase of the planners' involvement was open and exploratory, the second phase involved a more closed system, with the committed members of the core group focussing in on workable goals, and the obtaining of commitment from various funding sources. There was a sense of partnership between the planners and the clients, as they both worked to nail down the implementational aspects.

The behaviour of the planners during this phase was, therefore, concerned with process and resource issues, and hardly at all with technical or design concerns.

The third phase of the planners' involvement began a closing-off of the relationship with the Committee, with the clients now leading and the planners very much in the background. While not every issue or concern had been addressed, the public sector planners' role as a

sed, the public sector planners' role as a catalyst had run its course.

The early inchoate ideas of the Committee had been explored and focussed, and there was now a clear sense of direction; the technical alternatives had been explored and a workable scheme had been selected; commitment had been obtained from several agencies, and they were fulfilling their promises to assist with various parts of the project; and the question of large-scale funding, to enable construction to proceed, was well in hand.

The role of the planners was now to ensure that the Committee was left with adequate project planning information so that they could proceed with the project implementation phase, utilizing private sector consultants. This involved assisting the client with action planning and the setting of priorities, and then developing the means for turning over the project to outside, private sector consultants. This entailed the development of terms of reference for the consultant's role in the project.

The last phase in the process saw the public sector planners available for consultation, as outside resources, with the private sector consultants fulfilling the lead role by undertaking the detailed technical work on behalf of the Committee.

4. THE PLANNER AS CATALYST: A PROCESS MODEL

Threshold Conditions

The model simplifies the complex elements of the Cold Lake Marina Project, so that as many of the learnings can be made transferrable as possible.

The planner's first important behaviour occurs before she is involved in a project. The client or client group should have sufficiently developed an appreciation of the problem, before the planner enters the fray. Problems, just like conflicts, must have developed sufficiently before they can be resolved.

Moreover, the planner should contrive to be invited, since this has the benefit of giving legitimacy on the local scene, as well as establishing at least a tacit mandate "back at the office".

Focussing Activities

The purpose of the first stage is to explore the problem and focus the ideas shared by the client-group. This will usually involve great sensitivity to process opportunities, for seeking out or discarding less-workable ideas, or for examining various implementation approaches.

Technical skills are very important at this stage, but should probably be used in an informal manner rather than through formal presentations. This has the benefit that they can be easily abandoned should they not be acceptable to the client. Consider them "grist for the mill", rather than highly considered statements of professional acumen.

This is a stage where control is often lacking---ideas come and go, people and agencies opt in and opt out--- so a premium is placed on patience and the ability to sense the ebb and flow of group dynamics.

Frequently, activity behind the scenes will be as important to building consensus around a focus as the formal meeting process. This is where informal linkages with possible funding sources and other agencies would be built, in anticipation of more formal advances later.

This early stage of involvement should probably include the following sorts of **behaviours** on the part of the planner:

- . some informal "contracting" by the planner as to his or her role and its limitations;
- . an attitude of openness and exploration on the planner's part: resist making a presentation or delivering a lecture;
- . an attitude of acceptance toward the ideas presented, however unworkable they may seem; and
- . the willingness to allow the process of learning to occur naturally; that is, slowly and incrementally, with many repetitive 'loops'.

Mustering Resources

This stage follows the focussing of client interest around one idea or cluster of alternatives. Its purpose is to open up the process to find out where resources might be forthcoming, and under what circumstances.

This is also a time for building political and community support, although only after some commitments have been made to assist with project development. Informal networking is most useful in testing out major actors within the community and at the political level. These activities are best left to leaders within the client group, since the planner's role is to be a resource with general credibility.

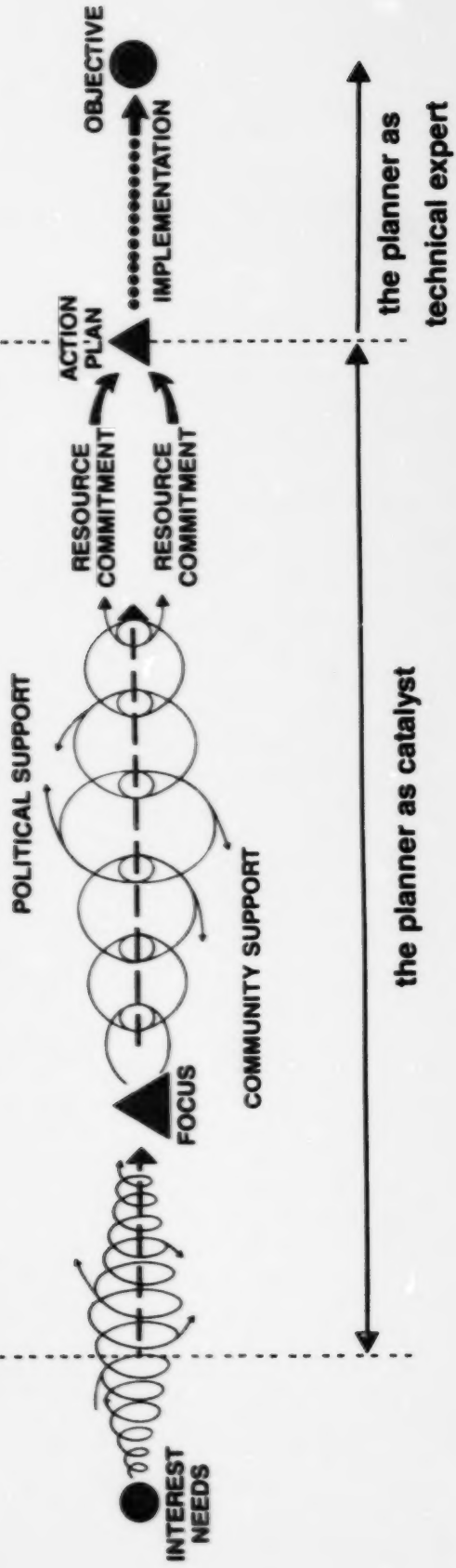
This is the stage where the planner can be most helpful by lining up agencies and garnering support for the project. A wide network of contacts is invaluable here. The role behaviours most in evidence--- process consultant and resource broker---will be displayed as often as not behind the scenes, where issues and possibilities can be discussed "off the record".

Agencies who make commitments will want to do so in a forum with the client group, thus obtaining some measure of pay-off for their support. The behind the scenes role of the planner should remain just that.

Some of the behaviours the planner will pursue during this stage are:

- . sensitivity to group dynamics and the "support" role for the planner;
- . willingness to "play second fiddle" to agencies and others offering resources or ideas;
- . willingness to play the role of worker "behind the scenes", letting the duly constituted leader play the public role;
- . assisting clients or agencies which have demonstrated commitment or competency during the earlier exploratory stage, to become effective in moving the clientgroup to make decisions; and

A PROCESS MODEL ...



-
- . assist the group to reach consensus on resources, and to begin the process of working toward an action plan.

Commitment to an Action Plan

The last stage at which the planner can make a contribution, in her role as a catalyst, is the development of an action plan. This culminates the highly exploratory part of a project's development where the public sector planner can play a special role. The next stage sees the hiring of a private consultant to carry out the goals and objectives developed at this stage.

This last stage of the planner's involvement utilizes her process and resource skills most, but at a relatively low level, assisting in the development of a plan of action to carry out the formal project. If the earlier interventions have been successful, the client will largely be running the show himself. It is important, however, that professional advice be given on how the transition will occur and that the client feel that the planner is always available for advice, should that be necessary.

Some of the behaviours evident from the planner at this stage would be:

- . willingness to accept trade-offs in the interests of getting the job done;
- . ability to work oneself "out of a job", turning over the helm to the private sector;
- . willingness to carry through and follow up with agencies, at the direction of the client;
- . willingness to allow others to "get the glory", remembering that in a catalytic reaction, the end point is bringing together the other elements; and
- . develop the ability to say "no" to further commitments and to back out of the project gracefully.

5. THE MODEL AS WORK IN PROGRESS

Origins of the Submission

The three planners who volunteered to assist the community of Cold Lake did so because it was an opportunity for them as professionals to perform a useful service. They discovered in the course of working together that they shared a common philosophy about the role of planning, and their roles as planners within the profession.

They discovered too that the approach they shared, to a greater or lesser extent, was not widely seen within the profession as a valid and useful one.

Yet the evidence was clear: using a facilitational and catalytic approach had been beneficial in the case of the Cold Lake Marina project; in fact, it could be argued that the original idea would not have become a viable project without their assistance. And they each had experience from other projects, of a similar nature, which confirmed their Cold Lake experience as being a valid one, with general applicability to other situations with which planners come in contact.

Relevancy to the Profession

They also began to see the relevancy of their approach to a profession suffering serious challenges, economically and politically, because its role was no longer as highly valued as it had once been, or because that role in many instances had become outmoded, had remained technically oriented and behaviourally naive.

This led them to want to share their experiences, and what they had learned from them, with members of the broader profession. This paper seemed like a good place to begin the process of **sharing professional practice.**

Attempting to distill their experience into a form which would be meaningful was a difficult task, a task which is not yet complete. This paper should be viewed, therefore, as the first opportunity to share what is very much **work-in-progress** toward a more behaviourally-oriented model for planning.

It is hoped that the model will stimulate discussion and invite enquiry into the ways in which we practice our profession. It is too important a discussion to not occur.

Notes to Contributors

The Planning Forum Series is designed to place before a broad audience innovative ideas, explorations, case studies and discussions related to improving the development of policy and the making of decisions in the land use planning field. Contributions are welcome from anyone interested in enriching the public debate on planning and its role in Alberta society.

Contributions should be written in non-technical language; typed, single-spaced with broad margins, on 8½ by 11 inch paper; and should be between ten and twenty thousand words in length.

Anyone interested in submitting a manuscript should first contact the Editor at the address below:

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